



# UNITED STATES CAPITOL POLICE BOARD

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## Testimony of

**The United States Capitol Police Board**  
**before the**  
**Committee on Administration**  
**U.S. House of Representatives**  
**regarding the**  
**Management Review of Selected**  
**U.S. Capitol Police Administrative Operations**

**March 25, 1999**

Mr. Chairman and members of the Committee, I am pleased to appear before you today to discuss the findings of the Booz-Allen & Hamilton management review of selected United States Capitol Police administrative operations.

As you are aware, last year the Chief of Police sought assistance from the U.S. Capitol Police Board in obtaining a critical self-analysis of the Department's financial, human resource, and information technology management functions. The Board consulted with the Legislative Branch appropriations and oversight committees who tasked the General Accounting Office (GAO) to oversee an evaluation of selected USCP administrative operations. The GAO selected Booz-Allen & Hamilton to conduct the review and identify opportunities to improve efficiency and cost effectiveness.

The Department's approach to this review was one of partnership, cooperation, and openness. Known problems were frankly discussed with the Booz-Allen & Hamilton team and the identification of heretofore unknown deficiencies by the team was welcomed. The final report reflects the value of this professional, analytical approach. After careful review, the U.S. Capitol Police Board generally concurs with the findings and recommendations made by Booz-Allen & Hamilton and will use their report as a road map to implement needed changes within the administrative operations of the Department.

The consultant found that the USCP is receiving the necessary support services from its administrative infrastructure, but that the infrastructure is unlikely to be able to provide adequate service in the future without changes in strategy, organization, and business process. One finding of the report is that the current organizational structure of the USCP does not facilitate communications between operations and the administrative infrastructure and does not fully integrate support services into the management process. The consultants made three overarching recommendations: integrating the administrative functions and improving communications,

developing a strategic plan, and developing a plan for reviewing, documenting, and distributing policies and procedures for all administrative support activities.

I am pleased to report that we have already begun moving toward implementing a number of the consultant's recommendations. Earlier this month, the Board and the USCP Command Staff attended a two and a half day workshop where one of the main topics for action was the Booz-Allen & Hamilton report. In addition, the Board and Command Staff have held several planning sessions to decide how to institute measures to improve the Department's administrative infrastructure to reflect best business practices. As we move toward fully implementing the recommendations set forth in the report and achieving our long-held goal of improving the Department's administrative infrastructure, it is readily apparent that we must move quickly. Thus far, we have taken steps toward identifying and acquiring a facilitator to assist with the preparation of a strategic plan that will address issues related to financial management, information technology management, human resources management, and managing in a changing security environment. Also we are negotiating a cross-servicing agreement with the GAO for an automated financial management system.

An integral part of improving the administrative infrastructure of the Department is the development of a strategic plan which will address the immediate and long-term business requirements of the Department. The strategic planning process will provide us with a detailed design of an optimum administrative organizational structure, set performance standards and goals to be achieved, and define where we want to be administratively and operationally in five years. With regard to the organizational restructuring recommended in the Booz-Allen & Hamilton report, we feel that this issue should be addressed as part of the strategic planning process. In the interim, the Department has taken the initiative to assign management oversight of the information technology, human resources, and financial management functions to the Assistant Chief of Police who has been charged with leading the internal USCP task force in the development of a strategic plan and the implementation of corrective actions.

With regard to staffing, the report found that the Department is in need of additional professional staff in the areas of information technology management, human resources management, and financial management. The issue of proper staffing is tied directly to the ability of these entities to provide the level of service envisioned in the report and to improve internal communications among all facets of the Department. As we work with a facilitator to begin the strategic planning process, it is essential that mid-level and upper-level managers participate in and fully understand this dynamic process. The Board will submit additional justifications to the Committee to fill the civilian positions which were previously submitted in the Security Enhancement Implementation Plan.

The Booz-Allen & Hamilton report finds that automation, planning, and communication are the main areas in which financial management operations can improve. It has been known by the Department that the antiquated financial management system was not meeting the needs of the USCP with its increasing growth in funding and activities. The cross-servicing agreement

that we are currently negotiating with GAO for an automated financial management system will rectify this deficiency. The strategic planning process will serve to address the planning and communications concerns expressed in the report.

With regard to human resources management, the report found that this function has not evolved quickly or sufficiently enough to meet the increasing needs of the Department since we took over these responsibilities from the House and Senate. The human resources function was not provided adequate resources, staffing, or direction to become an effective component of the Department's administrative infrastructure. This was compounded by the provisions of the Congressional Accountability Act, most notably the Fair Labor Standards Act, collective bargaining, and OSHA standards. Short-term solutions to human resource deficiencies addressed the immediate problems at hand, but did not solve long-term concerns. Clearly, this is another area which will be well served by the strategic planning function.

The other issue which affects each area reviewed by the consultant is information technology. The information technology capability of the U.S. Capitol Police has not kept pace with the increasing demands placed on the system by the provisions of the Congressional Accountability Act, the transfer of the payroll function to the National Finance Center, and the Department's assumption of certain information systems responsibility from the primary technology provider. The current information system will be further strained as computer technology is increasingly employed to also support the Department's operational mission. Information technology has become vitally important to the overall operation and management of the U.S. Capitol Police. In addition to administrative functions, computer systems are used to support and manage diverse police functions such as manpower management, the command center information system, computer-aided dispatching, police reports management, special events management, and Off-Site Delivery Center management.

For the past several years, the Senate has provided the U.S. Capitol Police with extensive computer equipment and technical support. As a result, the Department's computer expenses were taken from the budget for the Office of Senate Sergeant at Arms. However, the Board feels that the Chief and Command Staff, under the supervision of the Board, should have direct control over and accountability for the funds required to purchase and operate these systems. Therefore, rather than to continue the current practice of utilizing available information technology resources from the Office of the Senate Sergeant at Arms, our pending budget submission requests funds for a U.S. Capitol Police computer system. This position is supported by our analysis of the recommendations contained in the Booz-Allen & Hamilton report. Any assistance the Committee can provide to ensure the Department receives the funds required to cover needed improvements to its information technology capability would be greatly appreciated.

Mr. Chairman, we have taken a crucial first step in identifying and rectifying deficiencies in the administrative infrastructure of the U.S. Capitol Police. The findings in the Booz-Allen & Hamilton report are largely accurate and anticipated. We understood that our administrative

infrastructure could not continue to adequately support the increasing needs of the Department. This is why we sought your assistance, and that of the other committees, in obtaining the assistance of the General Accounting Office in conducting this review. The Booz-Allen & Hamilton report provides us with a snapshot of the Department's current administrative capabilities and, more importantly, instructs us on how to achieve needed improvements. Our challenge is clear, our course is set, and our goals are in sight. With this report in hand and your continued support, we plan to move ahead in an expeditious and structured manner to implement recommended administrative improvements.